

CHRISTEL HOUSE DORS

2012-2013 Performance Analysis

Core Question 2: Is the organization effective and well-run?

2.1. Is the school in sound fiscal health?	
STANDARD	2.1-1: The school demonstrates satisfactory performance in all areas identified: Enrollment Variance, Current Ratio, Days Cash on Hand and Debt Default 2.1-2: The school demonstrates satisfactory performance in all areas identified: 3 Year Aggregate Net Income, Debt to Asset Ratio, and Debt Service Coverage Ratio 2.1-3: The school does not present concerns in the financial audit or financial reporting requirements

2012-13 2.1-1 Performance: Exceeds Standard

Indicator	Ratio	Measures	Rating	2012-13	2012-13
2.1 Short Term Health	Enrollment Variance Ratio	Enrollment Ratio equals or exceeds 99%	Meets Standard	101%	Exceeds
		Enrollment Ratio is between 90% - 98%	Approaching Standard		
		Enrollment Ratio is less than or equal to 89%	Does Not Meet Standard		
	Current Ratio	Current Ratio equals or exceeds 1.1	Meets Standard	11.36	
		Current Ratio is between 1.0 - 1.1	Approaching Standard		
		Current Ratio is less than or equal to 1.0	Does Not Meet Standard		
	Days Cash On Hand	Days cash on hand equals or exceeds 45	Meets Standard	88	
		Days cash on hand is between 30-45 days	Approaching Standard		
		Days cash on hand is less than or equal to 30 days	Does Not Meet Standard		
	Debt Default Evidence	Not in default or delinquent	Meets Standard	Meets	
Default or delinquent		Does Not Meet Standard			

Christel House DORS exceeded standard for core question 2.1-1 for the 2012-13 school year. Based on data from the September 2012 count day, the school exceeded the enrollment targets stated in its charter agreement. For this reason, the school met standard for this sub-indicator. The school had more current assets than current liabilities (those due in the next 12 months) and as a result met standard for this sub-indicator. Christel House DORS ended the year with 88

days of cash on hand. This means that if payments to the school had stopped or been delayed post June 30, 2013, the school would have been able to operate for 88 more days. As a result, the school met standard for this indicator. Finally, the school successfully met its debt obligations based on the information that Sikich, the school's auditor, provided. There was no communication from the school's creditors to indicate anything to the contrary. Since the school met standard for all sub-indicators, it exceeded standard for core question 2.1-1.

2012-13 2.1-2 Performance: Exceeds Standard

2.2 Long Term Health	3 Year Aggregate Net Income	Aggregate 3 year Net Income is positive and most recent year is positive	Meets Standard	NA	Exceeds
		Aggregate 3 year Net Income is positive and most recent year is negative	Approaching Standard		
	Net Income	Aggregate 3 year Net Income is negative	Does Not Meet Standard	\$328,037.00	
	Debt to Asset	Debt to asset ratio is less than or equal to 0.9	Meets Standard	0.08	
		Debt to asset ratio is between 0.9 - 0.95	Approaching Standard		
		Debt to asset ratio equals or exceeds 0.95	Does Not Meet Standard		
	Debt Service Coverage (DSC) Ratio	DSC ratio equals or exceeds 1.15	Meets Standard	NA	
		DSC ratio is between 1.05- 1.15	Approaching Standard		
		DSC Ratio is less than or equal to 1.05	Does Not Meet Standard		

The school **exceeded** standard for core question 2.1-2. The school met standard for the net income sub-indicator in that it generated a positive net income for the fiscal year. Additionally, the school met standard for the sub-indicator regarding debt to asset ratio. The school's assets exceeded its debts. Finally, the school has no long-term liabilities. Therefore, it was not necessary to calculate the debt service coverage ratio. Since the school met standard for the two applicable sub-indicators, it met standard for core question 2.1-2.

2012-13 2.1-3 Performance: Meets Standard

2.3 Reporting Requirements	Annual Independent Accrual Based Audit	Receives a clean audit opinion	Meets Standard	Meets	Meets
		Receives a clean audit opinion with a few significant deficiencies noted but no material weaknesses	Approaching Standard		
		Receives an audit with multiple significant deficiencies, material weakness or is a going concern	Does Not Meet Standard		
	Financial Reporting Requirements	Satisfies all financial reporting requirements	Meets Standard	Meets	
		Fails to satisfy financial reporting requirements	Does Not Meet Standard		

The school **met** standard for core question 2.1-3. The school met standard for its annual accrual based audit because it received a clean audit report with no material weaknesses or significant deficiencies. The school's audit report was issued on March 25, 2014.

2.2. Are the school's student enrollment, attendance, and retention rates strong?	
STANDARD	The school is consistently fully enrolled. Student attendance and retention rates are generally at or above the school's agreed-upon target rates.

2012-13 Performance: **Approaching Standard**

Christel House DORS significantly exceeded enrollment targets set for 2012-13. The following chart displays the school's target enrollment compared with its official fall enrollment, as reported by the IDOE.

Year	Target Enrollment	Fall Enrollment	Percent Below
2012-13	180	200	N/A

Source: Official fall enrollment figures from the IDOE. Target enrollment is the maximum capacity from the school's charter agreement with the Mayor's Office, submitted by the school.

The 2012-13 attendance rate at DORS was significantly below the averages of both the county and the state.

	DORS	MC	IN
2012-13 Attendance rate	79.2%	95.7%	95.8%

No targets have been established for student retention rates for Christel House DORS.

Based on the 2012-13 performance, DORS **approached** the Mayor's Office standard for this indicator because the school exceeded its enrollment targets but had an attendance rate significantly below that of both the state and county.

2.3. Is the school's Board active and competent in its oversight?	
STANDARD	The board's membership collectively contributes a broad skill set and fair representation of the community; board members are knowledgeable about the school; roles and responsibilities of the board are clearly delineated; board meetings reflect thoughtful discussion and progress in the consideration of issues; overall, the board provides consistent and competent stewardship of the school.

2012-13 Performance: Exceeds Standard

The Christel House DORS was Board was active, experienced, and competent in its oversight of the school. The roles and responsibilities of the board were clear with each member understanding his or her role. The board members were diverse and represented broad skill sets that were of great value add including education, legal, and finance expertise. Though the board met quarterly, members were consistently engaged and knowledgeable about the school in the absence of monthly board meetings. The board worked extremely well with Christel House International to ensure that appropriate decisions were made, and were actively involved in critical decisions that impact the school.

The board chair, Alan Levine, had a clear understanding of the mission of the school in that it serves students seeking a high school diploma who had previously dropped out of school. The chair engaged in a decision making process that reflected a desire to act in the best interests of students and provides stable leadership. The board chair worked with fellow board members to establish clear roles and responsibilities and sought to understand all aspects of school performance including those required by Mayor's Office.

The board consistently reached a quorum and engaged in thoughtful discussion at meetings. The board held the school leader, Emily Masengale, accountable for results, while also providing constructive feedback and support. The board discussed many aspects of school operations, including academics, finances, and community engagement. Accordingly, for the 2012-13 school year, Christel House DORS **exceeded standard** on this Mayor's Performance Framework indicator.

2.4. Is there a high level of parent satisfaction with the school?	
STANDARD	More than 80% but less than 90% of parents surveyed indicate that they are satisfied overall with the school.

Not Applicable. Christel House DORS did not administer parent satisfaction surveys as the school's student population is comprised of adult learners.

2.5. Is the school administration strong in its academic and organizational leadership?	
STANDARD	The school's leadership has sufficient academic and/or business expertise; has been sufficiently stable over time; has clearly defined roles and responsibilities among leaders and between leaders and the board; actively engages in a process of continuous improvement which has led to some mid-course corrections.

2012-13 Performance: Meets Standard

The principal at Christel House DORS possessed strong academic and leadership experience. Emily Masengale had previous teaching experience resulting in a strong knowledge of curriculum and instruction, which was a great benefit in working with students seeking a high school diploma. As a new dropout recovery school, Christel House DORS had a small staff that worked well together to serve a diverse population of students. The school employed a number of part-time instructors and the principal did a strong job of managing both the full and part-time staff. The principal worked well with the leader of Christel House Academy and together they provide extremely competent leadership, which was extremely important since they share a facility.

The principal was effective in creating and promoting programs to attract students who would otherwise not be able to obtain a high school diploma and recognized the profound impact the school has on the lives of its attendees. The principal also worked with the board to support staff members and engage the families of the students served. Accordingly, for the 2012-13 school year, Christel House DORS **met standard** on this Mayor's Performance Framework indicator.

2.6. Is the school meeting its school-specific organizational and management performance goals?	
Meets standard	School has clearly met its school-specific organizational goal.

Not Evaluated. Christel House DORS did not have school-specific organizational and management performance goals to be evaluated for 2012-13.